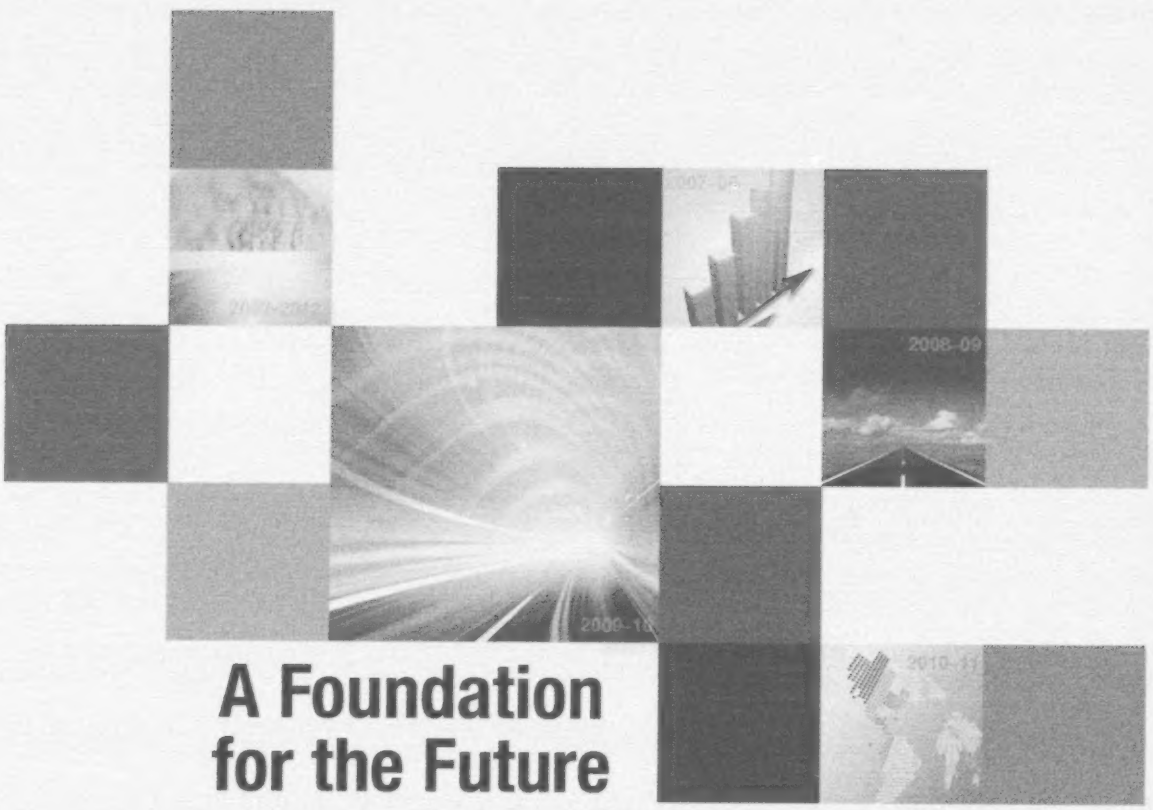
Canadian Intellectual Property Office
An Agency of Industry Canada

Office de la propriété intellectuelle du Canada
Un organisme d'Industrie Canada

CIPO Annual Report 2011–12



A Foundation for the Future

Canada

CIPO OPIC

A Foundation for the Future

Canadian Intellectual Property Office **Annual Report 2011–12**

www.cipo.ic.gc.ca

This publication is available upon request in accessible formats.

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About us

The Canadian Intellectual Property Office, a special operating agency of Industry Canada (IC), is responsible for administering Canada's system of intellectual property (IP) rights: patents, trade-marks, copyrights, industrial designs and integrated circuit topographies.

CIPO's key functions include:

- assessing, granting and registering requests for IP rights;
- disseminating the business and technical information underlying these IP rights to allow other creators to build on existing innovations;
- encouraging invention, innovation and creativity in Canada;
- providing expert advice on IP administration to other countries; and
- promoting Canada's IP interests internationally.

CIPO's primary clients are applicants for IP protection, agents representing those applicants, exploiters of IP systems, and the Canadian business community.

CIPO provides collaborative support to IC's Strategic Policy Sector and other government partners in the development of federal IP policies and positions as part of its larger commitment to build a competitive advantage for Canada in the global knowledge economy. In particular, the organization plays a lead role in IP administrative policy development. On the global stage, CIPO works with the intellectual property offices (IPOs) of other countries, particularly those of major trading partners, and with international organizations such as the World Intellectual Property Organization (WIPO) to advance Canada's IP interests.

CIPO's self-funded status is an important factor guiding planning and operations. A reliance on the revenues that CIPO generates from its services reinforces its commitment to be effective, efficient and responsive to those seeking to establish IP rights. That commitment extends to its responsiveness to all parties and stakeholders who have an interest in CIPO's processes and activities, and a focus on quality in all its work.

Additional information about CIPO is available at cipo.ic.gc.ca.

Vision

Our leadership and expertise in intellectual property supports creativity, enhances innovation, and contributes to economic success.

Mission

To contribute to Canada's innovation and economic success by:

- providing greater certainty in the marketplace through high-quality and timely IP rights;
- fostering and supporting invention and creativity through knowledge sharing;
- raising awareness to encourage innovators to better exploit IP;
- helping business compete globally through international cooperation and the promotion of Canada's IP interests; and
- administering Canada's IP system and office efficiently and effectively.

Our client service commitment

By telephone

- We answer your call with courtesy and efficiency and, if necessary, refer you to the appropriate officer to deal with your enquiry in the official language of your choice.
- We record all voicemail greetings clearly in both official languages.
- We listen to voice messages at least once a day and return your call by the end of the next business day.

In person

- We greet you in the official language of your choice.
- We provide you with access to an information officer at the Client Service Centre to deal with your enquiry within 10 minutes.
- If you wish to meet with a specialist, you must make an appointment beforehand.

General mail, email and fax enquiries

- We correspond with you in the official language of your choice.
- We acknowledge general correspondence, email and fax requests within two working days.

If you wish to formally register feedback concerning any of the products and services offered by CIPO, please use the online feedback mechanism located on CIPO's website by selecting the "Contact Us" button.

How to reach us

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Acronyms

ACCC	Association of Canadian Community Colleges
APEC	Asia–Pacific Economic Cooperation
CIDB	Copyright and Industrial Design Branch
CIPO	Canadian Intellectual Property Office
CSC	Client Service Centre
CSS	Corporate Strategies and Services
DFAIT	Department of Foreign Affairs and International Trade
EED	Employment equity and diversity
HRMC	Human Resources Management Committee
IC	Industry Canada
IP	Intellectual property
IPO	Intellectual property office
IM	Information management
IT	Information technology
OCE	Ontario Centres of Excellence
PB	Patent Branch
PCT	Patent Cooperation Treaty
PPH	Patent Prosecution Highway
SMEs	Small and medium-sized enterprises
TATs	Turnaround times
TMB	Trade-marks Branch
TMOB	Trade-marks Opposition Board
UKIPO	United Kingdom Intellectual Property Office
WIPO	World Intellectual Property Organization

Contents

CEO message 8

Introduction 9

Strategic directions:

- Client services 10
- Outreach 13
- IP administrative framework 15
- International activities 16
- Our people 18

A foundation for the future 20

Additional information online 21

CEO message

In my first year at CIPO, I have had the good fortune of leading an effective organization, highly regarded for its strong operations, committed workforce, and intellectual property expertise. This did not happen on its own. CIPO began a journey five years ago, with the launch of its five-year strategic plan, to modernize and improve its services — and we have delivered.

As outlined in this report, we have implemented substantial service improvements from faster examination turnaround times (TATs) to new e-services. We have also leveraged current interest in IP to raise awareness among Canadian businesses and universities, and to take steps to modernize Canada's IP framework.

We have also dedicated a great deal of time this year examining how CIPO can build on this strong foundation to make a greater contribution to Canada's economy. We have consulted with employees, government departments, IP associations, international partners, and most importantly, our customers. Our stakeholders' unanimous support encouraged the entire organization to rethink CIPO's priorities, culminating in a new vision, mission and long-term business strategy, aligned with the innovation agenda of the Government of Canada.

CIPO exists, first and foremost, to encourage innovation in Canada. The best way we can ensure success is by having a better understanding of our customers, and what they need from us to be successful. Our new five-year business strategy, which was launched in June 2012 to excellent reviews, is the first step in pursuit of this goal. It contains six priorities that will enable our customers to be more innovative and grow Canada's economy by better leveraging IP.

As the previous five-year strategy period (2007-2012) comes to a close, we are prepared to open a new one. It is clear that CIPO has evolved into an effective organization, with an efficient operational capacity for administering quality IP. Our successes over the last five years have laid a solid foundation for the future, and the implementation of a new business strategy, in the coming years, will ensure that CIPO continues to evolve, and advance Canada's IP system for the benefit of our customers, and all Canadians.

Sylvain Laporte

Commissioner of Patents,
Registrar of Trade-marks
and Chief Executive Officer

Introduction

This annual report describes the results achieved in the final year of CIPO's 2007-2012 strategic plan entitled *Moving Forward to Canada's Advantage*. During 2011–12, CIPO continued to work towards the five objectives set out in that plan:

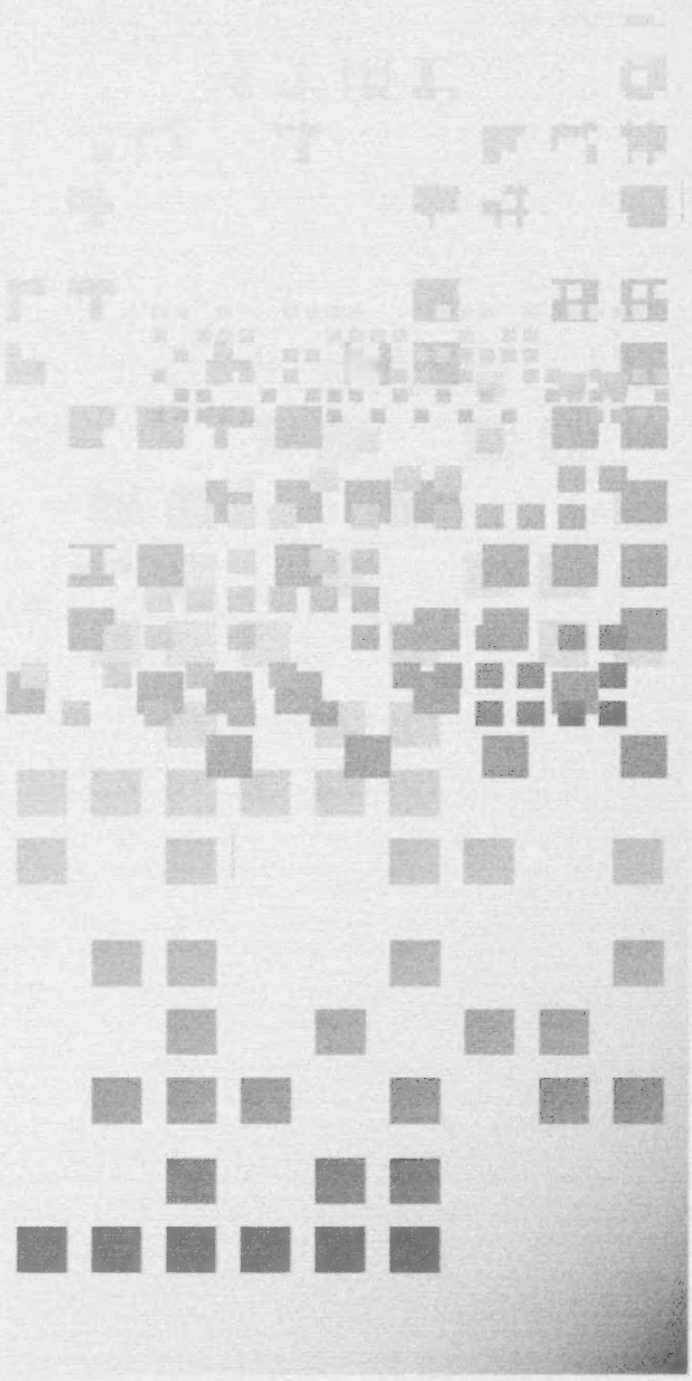
Client services: To improve products, services and processes in areas of highest priority to clients while supporting the greater public good.

Outreach: To lead IPOs in the development of customized IP information, tools and services to assist Canadian small and medium-sized enterprises (SMEs) in acquiring competitive advantage in the marketplace so that increased IP knowledge and use become measurable factors in their global success.

IP administrative framework: To improve IP administrative policy to benefit Canadians. The IP administrative framework includes legislation, regulations and office practices.

International: To contribute to the improvement of the worldwide IP system and to benefit Canadians, through influencing international IP administrative policies and practices, and sharing and acquiring best practices and business intelligence.

Our people: To be recognized as one of the best employers in the Government of Canada.



Client services

Outcomes established in the Strategic Plan

- The delivery and quality of CIPO's products and services respond to client needs and expectations, and meet or surpass the performance of leading IPOs.
- CIPO clients, including the public, can easily locate the information and people they need.

Strategic direction and achievements

CIPO responded to client needs by improving the quality and delivery of its services, while enhancing access to information. The organization also launched a process to redefine the scope of information technology (IT) projects to more effectively and efficiently meet its clients' needs.

1. Being more responsive

As the main point of contact for CIPO's customers, the Client Service Centre (CSC) handled 66 726 enquiries. It exceeded all of its service standards, with 99 percent of general telephone enquiries being responded to within 24 hours, 96 percent of written enquiries being responded to within 48 hours, and 99 percent of requests for access to on-site information officers being met within 10 minutes. The CSC also answered 11 225 requests and exceeded all standards in the reproduction, certification and delivery of intellectual property documents.

Improved CSC operations – While still maintaining operational efficiency, the CSC completed a reorganization of its operations. It reviewed its processes, amalgamated its functions, centralized and improved its client services, revised and improved its client service standards, and lowered its overall cost to the organization. In addition, the CSC continued to work with all CIPO branches to develop recommendations to improve tracking, record and report client requests and feedback through a call-tracking software. The CSC also reduced the number of calls it receives by enhancing CIPO's frequently asked questions web page.

Improved mail processing – CIPO continued to improve processes to reduce its TATs for processing over 800 000 pieces of paper mail that CIPO receives annually.

Pilot trade-mark application assistance for small businesses – CIPO launched a limited pilot project to help small inventors and businesses prepare a trade-mark application more easily.

2. Providing useful and accessible information

Providing useful IP information that is accessible to all of CIPO's stakeholders is a priority for the organization as it increases transparency, client self-sufficiency and information sharing between IPOs. CIPO continued to make information more readily available through the following initiatives:

Bilingual patent abstract search – CIPO continued to translate, display, and allow search functionality of patent abstracts in both official languages, providing its clients with easier access to IP information.

Improved access to CIPO's website for all Canadians – CIPO continued to improve customer self-sufficiency, while reducing the number of calls to the CSC through improved accessibility and usability of its website.

3. Conducting business electronically

CIPO has been working over the last five years to introduce more automation to its client services, and re-engineer its internal processes to be more efficient and effective. This year, it launched or improved the following client e-services:

New industrial design maintenance fee e-service – CIPO introduced a modernized application for the electronic payment of industrial design maintenance fees. It enables clients to pay electronically, receive instant payment confirmation, print receipts, view payment history, and maintain single or multiple ID registrations for themselves or on behalf of third parties.

Improved copyright registration e-service – CIPO continued to simplify and expedite copyright registration through enhancements to its online application, including more comprehensive assistance for clients when completing the form, automatic registration information validation, and automatic application registration loading into its internal copyrights database. In addition to launching e-services, CIPO also completed or continued many improvement projects to modernize its operational processes, the interfaces through which clients deal with the organization, its business applications and its IT infrastructure, including:

Patent Cooperation Treaty (PCT) Electronic Data Interchange – CIPO completed work on this service to promote the exchange of patent documentation between patent offices and WIPO in an automated fashion, including sending and receiving international applications electronically. Because PCT international applications are now transferred electronically, this project has reduced the exchange and usage of physical media and paper between WIPO and CIPO.

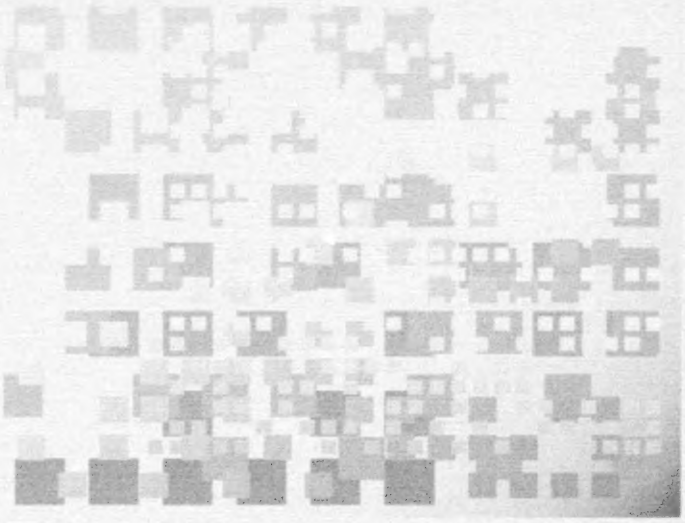
Improved patent quality management – The Patent Branch (PB) Quality Management System applies best management practices to all patent activities to continuously improve its products, services and processes. PB has enhanced its process control, assurance and documentation, and continued to develop its training programs to maintain a talented workforce. These improvements are helping CIPO deliver patent rights that provide a high degree of protection for its customers' inventions, and conform to IP legislation.

Ongoing industrial design quality improvements – The Copyright and Industrial Design Branch (CIDB) established a quality working group to implement solutions for reducing error rates in industrial design filings and registrations. This initiative enables CIDB to deliver the appropriate training to improve quality and TATs for its clients.

Improved Trade-marks Opposition Board (TMOB) processes – In advance of future IT modernization projects, TMOB reviewed and streamlined several operational processes, including the hearing/decision process, and provided Lean/Six Sigma training to operations staff. In addition, it implemented several improvement projects including the creation of a step-by-step manual for operations staff, centralization of the mail and file handling of TMOB files, and improvements related to the scheduling of hearings and issuance of final decisions. These improvements have enabled TMOB to provide more efficient client service, issue a greater number of final decisions, and reduce the backlog of cases awaiting hearing dates and final decisions.

Centralized trade-mark mail and files – CIPO centralized all mail handling and trade-mark client files, including TMOB files and related evidence, at the Trade-marks Office. Centralization enables CIPO to make case files available for public inspection, improves its file tracking measures, and increases the service quality and timeliness for its clients.

Improved financial management processes – CIPO developed an action plan to improve the integration of information across its operational systems (i.e. revenue and business systems). This will not only support stronger financial management, but it will also be critical as it begins to offer financial tools including e-payments.



Outreach

Outcomes established in the Strategic Plan

- Canadian SMEs have gained competitive advantage through the effective use of IP assets and information.
- Post-secondary graduates are aware of the benefits of using IP information to be better positioned to contribute to the realization of the business value of IP.

Strategic direction and achievements

The management and exploitation of innovative knowledge through IP can be a decisive determinant of Canada's economic success. As a key part of its mandate, CIPO's outreach activities build awareness of how IP contributes to business success and growth, and support its effective use by Canadians. In 2011–12, CIPO worked closely with Canada's education sector, and reached out to SMEs through intermediaries.

1. Supporting the innovators of tomorrow

CIPO increased awareness of the benefits of IP in the post-secondary education sector across Canada by introducing IP case studies and other tools to targeted university faculties and colleges with applied research capacity. CIPO's IP case studies are teaching tools that demonstrate the strategic value of IP to college and university students. They aim to give students basic knowledge of IP, foster classroom discussion on the use of IP in the inventive process, and explain how IP can be a competitive advantage in business.

As a result of outreach activities in the post-secondary sector across Canada, CIPO:

- delivered 127 IP case studies to 55 universities and colleges and 12 other organizations, reaching 3276 participants;
- received requests from various countries (e.g. India, Egypt) to use its IP case studies in their own outreach program;
- IP case studies were featured in many IP and educational newsletters and websites, including WIPO and the Association of Canadian Community Colleges (ACCC);
- delivered workshops to promote its IP case studies at the 2012 Canadian Federation of Engineering Students Congress and at the 2011 Canadian Council for Small Business and Entrepreneurship Annual Conference where its proposal was recognized as one of the best submissions;
- developed and launched two new IP case studies in collaboration with the ACCC and the Stem Cell Network;
- reviewed and enhanced three case studies, and produced a case study video.

2. Building innovative partnerships

CIPO recognizes the importance of continually developing business relationships and partnerships to increase awareness of IP among SMEs, Canadian researchers, entrepreneurs and inventors. It continued to collaborate with the Department of Foreign Affairs and International Trade (DFAIT) to help Canadian exporting SMEs fully exploit their IP and prepare before entering target markets. CIPO also attended Canadian conferences and exhibitions that provided opportunities for it to establish and nurture key relationships in the education and business sectors. As a result of these partnership outreach activities across Canada, CIPO:

- continued to collaborate with DFAIT to train their trade commissioners on IP for exporting businesses. CIPO also offered training on "IP for Exporting Business" to business officers of the Ontario Ministry of Economic Development and Innovation;

- provided IP training to 25 Ontario Centres of Excellence (OCE) business development officers as part of an OCE–CIPO outreach joint partnership action plan;
- improved the DFAIT *Step-by-Step Guide to Exporting* 2011, considered a key resource for Canadian exporters;
- launched a new section on its website to help exporting businesses learn more about IP;
- partnered with the Intellectual Property Institute of Canada to deliver, through its bank of speakers, practical information about using IP for business or future career success to 2700 business participants in 93 information sessions;
- participated in nine trade shows with a total attendance of 5127 participants from the business and education sectors.

IP administrative framework

Outcomes established in the Strategic Plan

- Canada's IP administrative framework is internationally competitive.
- CIPO leverages its expertise to contribute to the domestic IP agenda.

Strategic direction and achievements

Canada's IP administrative framework includes legislation, regulations and office practices. It determines how IP rights are granted and protected, and outlines how CIPO must administer its processes. Many of its commitments to improved client service and more efficient and cost-effective operations are contingent on a modernized administrative framework. A strong, modern and internationally competitive IP framework is vital to Canada's competitiveness. It serves to reduce barriers to innovation and to improve the registration and protection of IP in Canada. During 2011–12, CIPO worked to ensure that the IP framework operated efficiently, and continued to advance framework modernization initiatives that were already underway:

1. Final action process modernization for patent application rejections

CIPO moved forward with amendments to the *Patent Rules* aimed at modernizing, simplifying and clarifying its processes associated with the review, by the Commissioner of Patents, of a patent application that has been rejected in a final action by a patent examiner. The amendments provide a clear process for remanding and further amending a patent application after a rejection, and enable the possibility of defects beyond those of the final action being dealt with before the Patent Appeal Board. Minor changes were also made to clarify the re-examination process. These amendments will improve legal certainty and allow CIPO to better serve its clients and continue to administer Canada's IP system in an efficient manner, thereby reducing the administrative burden for both the applicants and the Patent Office.

2. Streamlining Patent Prosecution Highway (PPH) agreements

The Patent Prosecution Highway provides a means of significantly accelerating examination of patent applications if examination work has already been conducted at another IPO. CIPO continued to streamline its PPH agreements to provide better access for users. Since July 15, 2011, fewer documents and translations are required when submitting a PPH request relating to any of CIPO's existing PPH agreements (e.g. submission of prior art cited in the PPH partner office is now optional). A uniform definition of claim correspondence is also now in use by all PPH network offices to reduce procedural differences among partner offices and simplify the PPH request process. Additionally, as part of a pilot project with the IPOs of Finland, Japan, Spain, and the United States, a PPH request can now be made with these partner offices, regardless of where an application is first filed. These initiatives enable applicants to obtain patents more quickly and efficiently, with lower costs, at CIPO or at one of CIPO's partner offices.

3. IP agent examination harmonization

CIPO pursued regulatory amendments to harmonize the qualifying examination process and exam eligibility criteria to ensure that agents entered on the register of patent agents and the list of trade-mark agents have comprehensive knowledge of IP law before entering the practice. These amendments will also provide increased flexibility and efficiency in the administration of the qualifying examinations.

4. *Trade-marks Regulations* modernization

CIPO developed proposed amendments to the *Trade-marks Regulations* that would improve internal processes and administration of trade-mark opposition files, increase transparency and predictability of timeliness, reduce the overall time it takes for a case to obtain a final decision, and permit the electronic filing of evidence and serving of documents.

International activities

Outcomes established in the Strategic Plan

- CIPO is proactive and demonstrates leadership in advancing Canada's IP position internationally.
- The IP assistance provided to developing countries is recognized as being of high quality.

Strategic direction and achievements

Numerous international IP treaties and agreements create an international framework for the advancement of innovation around the world. CIPO's international focus is to advance Canada's international IP position by working to strengthen the global IP system. In partnership with IC and DFAIT, CIPO progressed towards this goal through its active participation in international fora, by working with like-minded countries to improve administrative rules and practices, and by providing technical IP assistance to developing countries. CIPO provides strategic intelligence, evaluation and advice on international IP issues at WIPO events, in IP working groups such as the Asia–Pacific Economic Cooperation (APEC), as well as in an array of bilateral and multilateral efforts with other IPOs. In 2011–12, CIPO advanced its international strategy through the following activities:

1. Participation at WIPO

CIPO's activities at WIPO have continuously promoted enhanced transparency and effectiveness in governance and operations in WIPO. CIPO continued to convey its views and those of Canada through participation in WIPO meetings, in particular, the expert and technical working groups and committees, including the Standing Committee on the Law of Patents and the Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications. The organization also participated in WIPO's Committee on Development and Intellectual Property, and in the WIPO general assemblies in Geneva, Switzerland.

At this year's general assemblies, CIPO attended a meeting with Group B+ partners to discuss issues related to substantive patent law harmonization. In addition, CIPO organized bilateral meetings with the IPOs of Antigua and Barbuda, Australia, Brazil, Denmark, Israel, the United Kingdom and the United States. These meetings resulted in the continued cooperation with the IPO of Antigua and Barbuda, in the form of PCT training, the sharing of pertinent studies on benchmarking, and discussions with the United Kingdom Intellectual Property Office (UKIPO) to enter into a two-year PPH agreement. The PPH pilot will allow applicants at CIPO and the UKIPO to obtain corresponding patents more quickly and efficiently, reduce examination workload, and improve patent quality.

CIPO also met with Vancouver Group partners at the WIPO general assemblies in Geneva to review the progress of the past year, plan future work, and sign a memorandum of understanding with WIPO to share patent search and examination documents through the Centralized Access to Search and Examination system.

2. Working as an international authority under the PCT

CIPO is an international authority under the PCT. In addition to performing search and preliminary examination work in this role, the organization actively participates in meetings such as the Meeting of International Authorities, with the goal of improving the PCT system. CIPO's participation in the PCT Working Group has focused on practical efforts to enhance the value of international search and preliminary examination under the PCT. The organization's support for an enhanced quality framework and innovative initiatives such as a third-party observation system will result in an improved system characterized by the rapid resolution of rights.

3. Participation in IPO working groups

CIPO continued to work with informal groups of IPOs from nations that share a similar commitment to IP administrative improvements. CIPO and the UKIPO co-authored a work proposal on the quality of patents that focused on technical infrastructure development, information exchange, and process improvement. The proposal was presented at a WIPO international coordination and negotiation committee concerning the development of patent law to wide support.

4. Participation in Asia–Pacific Economic Cooperation activities

CIPO continued to lead the Canadian delegation at the APEC–Intellectual Property Rights Experts' Group and has maintained its membership in the Quality Assessment Framework team. The organization's participation aims at deepening the dialogue on IP policy and exchanging information on IP issues with APEC members, who represent Canada's most important business and trading partners.

5. Technical assistance to developing countries

To enhance relations, share best practices, and contribute to Canada's Trade-Related Aspects of Intellectual Property Rights obligations, CIPO continued to offer technical assistance in building capacity for IP rights administration and protection to IPOs of developing countries. This included the delivery of a five-day joint workshop with WIPO attended by senior IPO officials from 11 developing countries including Bangladesh, Brazil, Croatia, Lebanon, Mexico, Nigeria, the Philippines, Serbia, South Africa, Thailand and Tajikistan. The goal of the workshop was to enhance knowledge and skills of management techniques in the delivery of IP services to improve the capacity of developing IPOs, and to provide a forum for the exchange of ideas. CIPO received high praise from workshop participants, including a request by the IPO of Serbia to use its IP case studies.

Our people

Outcomes established in the Strategic Plan

- CIPO attracts and retains individuals with the competencies it needs.
- CIPO is a learning organization where individual capabilities and organizational leadership are reinforced.
- Employees are committed, supportive and involved in their job and organization.

CIPO's operations demand a labour force with specialized knowledge. Its most valuable assets are the talent and commitment of its people. CIPO's recent focus on recruitment, training and retention has enabled it to enjoy a relatively low turnover rate and a substantial improvement in staffing levels. This year, in light of the economic downturn and in preparation for the next wave of retirement eligibility, CIPO pursued initiatives to help retain and build its future workforce.

1. Succession planning

Along with many organizations, CIPO is about to undergo a significant generational shift as many of its employees, managers and executives will be eligible to retire in the coming years. Effective succession planning is therefore a key component of the organization's people agenda.

During 2011–12, CIPO developed, communicated and posted on its internal website an approved succession planning process for all levels of the organization. This process will benefit managers across the organization by helping them to develop their own succession plans, and identify candidates for key positions which are critical to its business objectives.

2. Competency and capacity building

CIPO is committed to understanding and acting on the needs of its highly-specialized knowledge workers who deliver services that are central to its mandate. During 2011–12, CIPO continued to create opportunities to help employees develop broader skills and experience that are aligned with its organizational goals:

Executive leadership development program – A customized executive learning program, developed by the University of Ottawa's Telfer School of Management, was delivered to a group of CIPO directors and managers. Building on these results, CIPO will prepare a framework to create a new leadership program to support the development of the public service's future leaders.

Corporate learning and knowledge transfer – CIPO continued to encourage and support personal and professional development for all its employees through its Official Languages Development Program, its mentoring program, and various corporate learning activities. In addition, CIPO performed a review of its corporate learning and development program to determine the most strategic, effective and economical way to deliver training across CIPO and enable the organization to receive a maximum return on investment.

Branch training initiatives – CIPO's branches continued to help employees develop stronger in-house expertise for improved examination and operational quality.

- The PB training program is a continuous program that provides the training, learning and development activities that examiners require. This program continues to offer improved operational training and refresher sessions on various examination topics and office practice. Training was also offered to a large portion of operation employees throughout the organization on new tools and practice changes.

- The Trade-marks Branch (TMB) and CIDB continue to deliver their joint training and development program. This program offers post-secondary graduates and mid-career professionals an opportunity to progressively acquire the skills and knowledge required to perform the duties of an IP examiner. Through this program, TMB hired 10 successful candidates in 2012.

3. Change management

As CIPO continuously adapts to meet the needs of its clients, managers will have to acquire the leadership skills to effectively manage the people side of change that are not typically associated with the operational requirements of a regulatory program. During 2011–12, CIPO established a working group to consider various change leadership models. It received approval for a multi-year action plan detailing how best to implement the Kotter™ 8-step change leadership framework at CIPO. This action plan resulted in:

- the creation of a common vision of how CIPO will use the Kotter™ framework and principles to manage and lead change across the organization;
- the establishment of CIPO's Centre of Expertise in Change Leadership.

The Centre of Expertise in Change Leadership consists of CIPO employees from across the organization, trained and certified in change leadership, who will share best practices and support change activities at CIPO. They will build tools and templates for leading change, and assist in change leadership initiatives.

4. Employee equity, diversity and engagement

CIPO takes pride in sustaining a productive and inclusive organizational culture that embraces, supports and retains the diversity of its employees. This year, CIPO continued to build mechanisms to ensure an inclusive and engaging environment:

Employee Engagement Committee – A new committee was created to provide employee-level recommendations to CIPO's Human Resources Management Committee (HRMC) to better engage, attract and retain the most talented employees within CIPO. The role of the Employee Engagement Committee is to develop an employee engagement action plan for the approval of HRMC, implement and assess performance of various action plan initiatives, ensure the development of communication strategies, and advise HRMC on issues that influence or contribute to employee engagement.

Young Professionals Network – A community of young professionals across CIPO was created to provide learning, professional development and networking opportunities to enable them to effectively contribute to departmental priorities and objectives.

Workplace events – CIPO organized various events for employees, including Diversity Day, to showcase the cultural diversity of its workforce, and events related to the National Public Service Week.

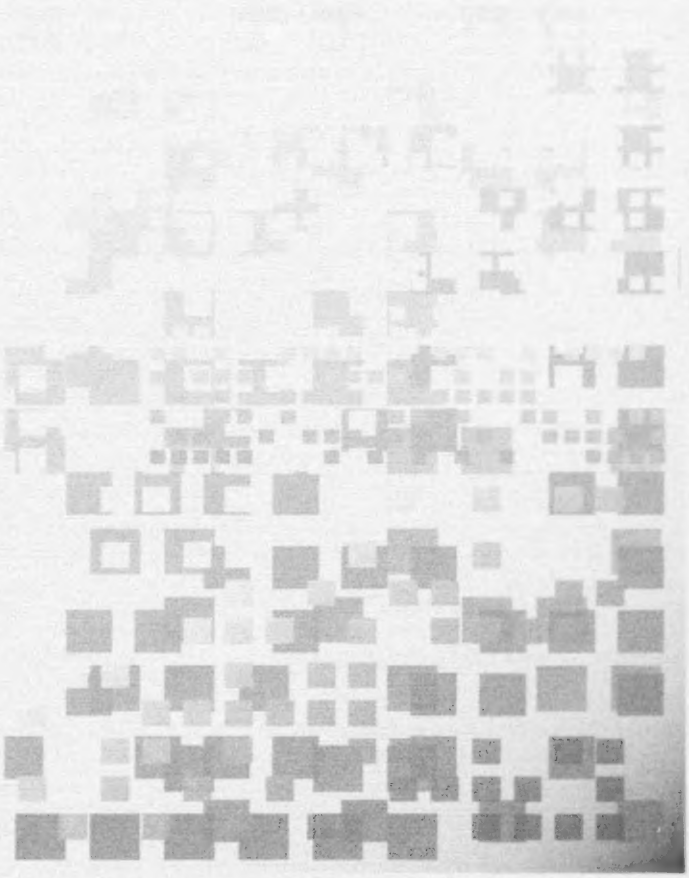
Employment Equity and Diversity (EED) – Articles were prepared and published on CIPO's intranet promoting EED-related events (e.g. Diversity Day) to all employees. Kiosks were also organized during employee orientation sessions, which included information on self-identification and duty to accommodate.

A foundation for the future

CIPO has closed the final chapter of the journey it started five years ago. We have used our expertise and innovation to achieve progress against all of our strategic directions: client services, outreach, IP administrative framework, international activities and our people — and we are now looking forward to the next five years.

While we cannot predict what will happen in the future, the development of the Business Strategy represents a key step in preparing us to confront all challenges head on. CIPO has already made strides in building an innovative organization, and a workforce that has shown its ability to adapt and its commitment to change. We have demonstrated our agility in making the operational and resource management adjustments necessary to respond to the ever-changing IP landscape, while continuing to make progress towards our priorities. We will continue to do all of this and more.

By understanding the critical importance of IP to Canada's economic development, and enabling our clients and stakeholders to more easily leverage IP, CIPO will continue to evolve, and advance Canada's IP system for the benefit of all Canadians.



Additional information online

Audited financial statements and additional financial information

Service commitments

CIPO statistical tables

- Key activities
- Trade-mark applications filed by language
- Trade-mark applications filed and registered by province/territory
- Top 10 trade-mark applicants
- Top 10 trade-mark registrants
- Trade-marks Opposition Board — Operational statistics
- Trade-mark applications filed and registered by origin as stated by applicant
- Patent applications filed by language
- Patent applications filed, requests for examination and grants by discipline
- Patent applications filed and granted to residents of Canada and foreign countries
- Top 10 patent applicants
- Top 10 patentees
- Patent Appeal Board — Operational statistics
- Patent applications filed and granted by origin as stated by applicant
- Copyright applications filed by language
- Copyright applications filed and registered by province/territory
- Copyright applications filed and registered by origin as stated by applicant
- Top 10 copyright applicants
- Industrial design applications filed by language
- Industrial design applications filed and registered by province/territory
- Industrial design applications filed and registered by origin as stated by applicant
- Top 10 industrial design applicants
- Top 10 industrial design registrants

CIPO statistical figures

- Revenues by products and services
- Operating expenditures by category
- Expenditures by branch grouping
- Patent revenues
- Trade-mark revenues
- Copyright and industrial design revenues
- Trade-mark turnaround times to examination
- Trade-mark applications
- Trade-mark disposals
- Patent requests for examination
- Patent disposals
- Copyright applications
- Copyright disposals
- Industrial design applications
- Industrial design disposals
- Website usage
- Enquiries
- Employees by age group
- Total employees
- Employees by gender

Senior executive management team and business development officers